

ATTAINMENT GOAL WORKING GROUP CHARGE

Utah's higher education systems currently operate without a meaningful, achievable statewide attainment goal for students. The lack of a strong, statewide attainment goal has resulted in systems setting goals and strategies that lack cohesion and a unified vision. This working group is charged with establishing statewide attainment goals and associated sub-goals that will require education leaders to establish policies and strategies cohesively, with a shared commitment and collaboration necessary to meet these goals.

Anchor the goals to data

For the statewide attainment goals to drive cohesive policy and practice, they must be anchored to a foundation of comprehensive data analysis. These data should include an accurate measure of current student attainment, college going rates, workforce attachment based on attainment, and projected demographic growth. Data analyses should identify achievement gaps based on socio-economic background, gender, race and ethnicity, and identify anticipated workforce and industry growth and needs.

Set achievable attainment goals that require innovation and cooperative leadership to accomplish

Based on the data and projections for demographic and industry growth, the attainment goals should be realistic and achievable, but also stretch the agencies charged with meeting educational and workforce needs. The goals should spur leaders to find new and innovative approaches to meet these goals and should necessitate partnership across agencies and disciplines.

Set specific, measurable sub-goals that lead to achieving the statewide attainment goals

The broad, statewide attainment goals must be broken down into measurable, achievable components that give direction to the state and educational organization tasked with accomplishing the attainment goals. Meeting the sub-goals should result in moving the state towards achieving the statewide attainment goals.

Attainment goals should target underserved populations and returning adults in addition to traditional students

Utah's demographics show widening achievement gaps among underserved populations and a growing demand for options for returning adults to increase their economic opportunities. Attainment goals and sub-goals should target those populations as well as traditional students.

Working Group Membership: Chair: Carrie Mayne (USHE); Zac Barrus /Kim Ziebarth (UTECH); Nate Talley (GOMB); Ben Hart (GOED); Juliette Tennert (Kem C. Gardner Inst.); Mark Knold/Jeremias Solari (DWS); Representative from K-12 Education (Tiffany Stanley will send a name); Representative from Salt Lake Community College (Pres. Huftalin will send a name); Micah Wixom (Legislative Staff)

Timeline: The Legislature will consider legislation to extend the Higher Education Strategic Planning Commission for an additional year. If the Legislature passes this legislation, the working group will provide a preliminary report at the commission's next meeting and final recommendations in fall 2020.

AFFORDABILITY STANDARD WORKING GROUP CHARGE

Utah has established a tradition of keeping tuition low, with significant support from state appropriations. A narrow focus on keeping tuition low, however, overlooks the need for a broader measure of affordability across income levels based on the full cost of attendance rather than just the cost of tuition. This working group is charged with establishing an affordability standard for higher education in Utah.

A measure of affordability should focus on what varying student populations can afford rather than how much higher education costs

Though a contributing factor, lower tuition does not necessarily mean higher education is affordable for all student populations. The affordability standard must consider whether the total cost of attendance is affordable, which will then inform leaders on what strategies will effectively increase affordability across income levels.

When assessing affordability, the standard must use the full cost of attendance

Because attending college includes costs not often considered when determining affordability, any measure of affordability must use a complete and accurate cost of attendance. The affordability standard should require a clear, objective, consistent measure of total cost of attendance that all public institutions use to calculate their respective attendance costs.

The working group should review multiple methodologies, including the rule of ten, net present value, return on investment, or an adapted or combined version of methodologies

There are many methodologies for measuring affordability—all have advantages and disadvantages. The Board of Regents and the Higher Education Strategic Planning Commission have both commissioned studies that—in part—address setting an affordability standard. The working group should use the data, resources, and suggested methodologies as a starting point for setting an affordability standard for Utah. These could be adapted, combined, adopted outright, or disregarded in place of another methodology, as the working group recommends.

Preliminary Working Group Membership: Int. Comm Woolstenhulme (chair); Regent Chair Harris Simmons; Regent Ron Jibson; Regent Mark Stoddard; Regent Steve Lund; Regent Crystal Maggelet; Regent Jesselie Anderson; Regent Lisa-Michelle Church; President Noelle Cockett; President Brad Mortensen; President Deneece Huftalin; Tyler Brinkerhoff (UTech); Susan Johnson (UTech Board of Trustees); Tami Pyfer (Governor's Office); Sean Faherty (Legislative Fiscal Analyst)

Timeline: The Board of Regents has initiated the process of establishing an affordability standard. This working group will make its recommendation for a standard in time for the Regents' meeting on March 27, 2020, at which time the Board will adopt an affordability standard. This working group will continue reviewing research, data, and assess the success of the Regents' affordability standard and—if appropriate—may make recommendations for additional revisions to the commission.

GOVERNANCE TRANSITION WORKING GROUP CHARGE

Based on recommendations from the National Center for Higher Education Management Systems, the consultant selected by the commission to develop a strategic plan, the Legislature will consider legislation to reform higher education governance. If that legislation passes, the Utah System of Higher Education and the Utah System of Technical Colleges will combine into one system under a new governing board. This working group is charged with developing a transition plan, enabling the new governing board and new system office to begin its work July 1, 2020.

The Governance Transition Plan should include specific timelines and assignments for the following items:

- The Board of Regents and UTech Board of Trustees begin a search for one or more candidates for the Chancellor position for recommendation to the new governing board.
- Combine system staffs, establish hierarchies and assign staff positions, duties, and responsibilities as appropriate.
- Review current office space needs, availability, and outstanding lease terms and combine system physical office locations.
- Assess and combine system operating and administrative budgets and appropriations.
- Develop proposed bylaws for the new governance board to review and adopt in its first meeting.
- Develop comprehensive board orientation and training for the new governing board members.
- Schedule and prepare for the inaugural meeting of the new governing board. At the inaugural meeting, the board may:
 - Appoint board officers.
 - Review and adopt bylaws.
 - Consider candidates for or appoint a new chancellor
 - Approve the chancellor's recommendations for vice-chancellors over technical education and academic education, respectively.
 - Make additional decisions or appointments as necessary to complete the governance transition.

Preliminary Working Group Membership: UTech Interim Commissioner Jared Haines (chair); Senator Ann Millner; USHE Interim Commissioner Dave Woolstenhulme; Tami Pyfer (Governor's Office); Pres. Noelle Cockett; Pres. Biff Williams; Allyson Hicks and Michael Curtis (Legislative Staff).

Timeline: The transition should be ready to start at the time the legislation passes and complete at the inaugural meeting of the new governing board prior to July 31, 2020.

